

**THE IMPORTANCE OF TRAINING IN A JAPANESE MNC:
WORKERS' PERSPECTIVES**

**A thesis submitted to the Graduate School in partial fulfillment of the
requirements for the degree of Master of Science (Management), Universiti Utara
Malaysia**

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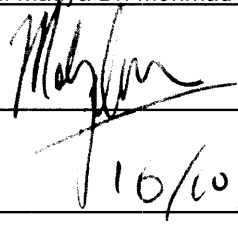
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ABSTRAK

Kajian ini telah dijalankan ke atas sebuah firma multinasional Jepun yang bertapak di negeri Perlis Indera Kayangan. Ia menyentuh tentang kepentingan latihan dari sudut pekerja. Firma Jepun memang terkenal dengan tumpuannya terhadap latihan sambil bekerja bagi kebanyakan kakitangannya terutama di negeri Jepun sendiri. Kajian ini bertujuan mengetahui perkaitan di antara lima faktor (iaitu proses orientasi pekerja, prestasi kerja, pembangunan sendiri, pengetahuan dan kemahiran serta kemajuan teknologi) dengan kepentingan yang diberi pekerja kepada latihan. 71 kakitangan telah menjawab soalselidik yang diedarkan. Adalah didapati bahawa firma Jepun yang dikaji itu mengamalkan program latihan dalam kelas (atau luar tempat kerja) dan juga program latihan sambil bekerja. Dari segi pekerja firma, mereka mengatakan bahawa lima faktor itu tidak sangat mempengaruhi persepsi mereka tentang sama ada latihan yang diterima mereka itu penting ataupun tidak. Tetapi faktor prestasi pekerja mempunyai kesan yang lebih terhadap persepsi berkenaan berbanding empat faktor lain. Mereka mengikut sahaja arahan majikan bila mereka diminta menghadiri kursus latihan kerana latihan adalah sebahagian dari kerja mereka. Mereka kurang memahami matlamat dan faedah latihan yang mereka ikuti.

ABSTRACT

This study was conducted on a small Japanese multinational company (MNC) located in Perlis, in northern Malaysia. It investigates the importance of training from the workers' point of view. Japanese MNCs are noted for their heavy focus on on-the-job training (OJT) especially in Japan. This study aims to determine the relationships between five independent variables (worker orientation process, job performance, self-development, knowledge and skill and technological advances) and the importance of training accorded by the employees. 71 employees responded to the distributed questionnaires. It was found that the Japanese firm had practiced both the off-job-training and also the on-the-job training for its employees. From the workers' perspectives, they said the five factors did not influence their perceptions so much on the importance of training that they had received. However, job performance seems to have a bit more impact on their perceptions about how they view training compared to the other four factors. They just followed their employer's instruction to attend any training because to them, training was part of their job. Generally they did not understand the goals and benefits of the training that they had received.

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TABLE OF CONTENTS

	Page
Permission to use	i
ABSTRAK	ii
ABSTRACT	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	vii
LIST OF FIGURES	viii
ABBREVIATION	ix

CHAPTER ONE: INTRODUCTION

1.1	Introduction	1
1.2	Background of the research	2
1.3	The Japanese MNC Selected: Shorubber (M) Sdn Bhd.	3
1.4	Problem Statement	5
1.5	Research objectives	5
1.6	Significance of the research	5
1.7	The Research framework	6
1.8	Hypotheses	7
1.9	Summary of chapters	8

CHAPTER TWO: LITERATURE REVIEW ON TRAINING

2.1	Introduction	10
2.2	The Concept of Training & Development	10
2.3	Definition of Training	11
2.4	Types of Training	15
2.5	Training in Japanese Firms	16
2.6	Importance of Training	24
2.7	Conclusions	28

CHAPTER THREE: METHODOLOGY

3.1	Introduction	29
3.2	Research design	
3.2.1	Types of investigation	29
3.2.2	Time horizon	30
3.2.3	Study setting	30
3.2.4	Unit of analysis	30
3.2.5	Population	31
3.2.6	Sampling design	31
3.2.7	Respondents	31

3.3	Data collection method	32
3.3.1	Primary data	32
3.3.2	Secondary data	32
3.3.3	Research instrument	33
3.3.4	Instrumentation	34
3.4	Reliability test	34
3.5	Data analysis method	35

CHAPTER FOUR: RESULTS AND DISCUSSION

4.1	Introduction	36
4.2	The demographic background of Respondents	36
4.3	Findings	39
4.3.1	Correlation analysis	39
4.3.2	Multiple regression analysis	43
4.4	Discussion of the findings	44

CHAPTER FIVE: CONCLUSION AND RECOMMENDATION

5.1	Introduction	48
5.2	Summary of the main findings	48
5.3	Some theoretical and managerial implications	50
5.3.1	Theoretical contributions	50
5.3.2	Managerial implications	50
5.4	Suggestions for future researchers	52

References

Appendixes

LIST OF TABLES

	Page
Table 2.1: The benefits of employee training	26
Table 4.1: Respondents' Background	38
Table 4.2: Respondents' Training Responses	39
Table 4.3: The importance of training	40
Table 4.4: The correlation between the importances of training to the five hypotheses	40
Table 4.5: Model Summaries	43

LIST OF FIGURE

	Page
Figure 1.1: The research framework	6

ABBREVIATIONS

HRM	Human Resource Management
MNC	Multinational company
OJT	On-the-job training
OFT	Off-the-job training
T&D	Training and Development

CHAPTER ONE

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Training has been a subject of study in the management and education literature for a long time. Employee training and development (Human resource development) has emerged as a major educational enterprise in the past three decades or so because of demand in the workplace for employees, at all levels, to improve performance in their present jobs, to acquire skills and knowledge to do new jobs, and to continue their career progress in a changing world of work. Employer organizations depend directly on the competence and productivity of their work force for survival in the fierce economic competition of the world market place. Technological change, economic change, demographic change, and other forces continually create new needs for learning by the work force (Craig, 1987).

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